

Approved For Release 2001/03/30 : CIA-RDP57-00259A000100030010-5

Document No.

NO CHANGE in Class.

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Class. CHANGED TO: TS S

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: Feb 78 By: 022

M I N U T E S

OTR STAFF MEETING

Tuesday
25 May 54

Attendance:

Mr. Baird, D/TR

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1. Evaluation:

observed that discussions on evaluation generally meet with resistance. The resistance however, is of a special kind. Usually, there is no consumer or intra-OTR resistance to the form of the evaluation, nor is there much resistance to the comments added to the forms. Resistance, as such, is usually directed to evaluating what or how much the student has learned in relation to the objectives of the course. However, the A&E task is to first ascertain that the course objectives are clearly stated and understood by the instructor(s), and then to help the instructor(s) develop more objective measures of the degree to which the stated objectives were achieved. A&E provides techniques; the instructors determine contents.

outlined the steps followed by the A&E staff in developing evaluations. First there is an effort made to measure objectively (or as rephrased by [REDACTED] to minimize subjectivity). This does not mean objective in the sense of objective tests, but in an objective approach. Next, efforts are directed toward having the instructors, and others, observe skills and personal characteristics which may be of value. Third, there is the problem of recording these measurable items. Fourth, the A&E staff relates these recording efforts to the results of such things as the pre-testing battery. This relationship aids in the kind of interpretation which goes to the consumer, and more

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significantly affords maximum protection to the Agency. As a fifth step the evaluation staff works with the consumer to train and indoctrinate supervisors and management to use these evaluations sensibly.

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It was pointed out by [REDACTED] and later re-emphasized by Mr. Baird, that this important task involving thirty courses is being carried through under the supervision of only three evaluation staff members, plus the Chief, A&E staff.

In a full evaluation program, the benefits of evaluation accrue to supervisors, management, OTR management, chief instructors, instructors and students.

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After forcefully outlining the need and the position of A&E, Dr. [REDACTED] spent considerable time in assisting those present to understand better the instructional use which can be made of evaluation measures. For example, analysis of "tests", when such tests are truly representative of the objectives to be taught, can assist the instructor in re-teaching, or identify areas to be given emphasis in subsequent classes to assure fuller learning.

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[REDACTED] were given an opportunity to ask questions and request clarification. Other members of [REDACTED] staff working in these areas assisted in giving specific answers to the questions presented.

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Mr. Baird then announced his decision that there would be an evaluation of every course. Further, continuing efforts would be directed toward making the evaluations as meaningful as possible. Mr. Baird then elaborated on the reliance being placed throughout the Agency on training evaluations for consideration by career boards, selection panels, etc., as well as the significant use which can be made of such objective records during the probationary period of an employee.

2. Narrative Material for Budget:

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Mr. [REDACTED] announced that the P&R staff would make preliminary coordination of budget narratives. It was established that the narratives should be submitted by Tuesday 1 June for consolidation and coordination. This will permit time for [REDACTED] to analyse the submissions and to hold "dry runs" of briefings with staffs or divisions, as appropriate. The completed budget for OTR is due 14 June.

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3. Manual on Democracy:

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Mr. [REDACTED] informed the group of certain findings within the BIC(CS) and the action taken by that staff which might be of interest to other divisions. In short, students, particularly after a week of

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communist instruction, are inarticulate on democracy. To overcome this deficiency the BIC(CS) instructors, under the chairmanship of Mr. [REDACTED] are preparing a manual of approximately seventy-five pages to include such things as the Declaration of Independence, the Constitution of the United States, and selected quotations on democracy, and the many benefits of a democratic system, obtained from a wide variety of sources. This manual will be ready approximately 12 June, and extra copies will be prepared for use in other courses.

4. Briefing By ORR:

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Mr. [REDACTED] presented the invitation by the Office of Research and Reports for attendance by OTR personnel at a program of briefing to be given 14, 15 June. Mr. Baird pointed out the desirability of participation. [REDACTED] spoke of the benefits currently being obtained in the special ORR briefing program being attended by [REDACTED] and himself. Mr. [REDACTED] to arrange to attend the entire program (including the tours to which the group was not invited) in as much as this is an Office training program over which OTR has a review responsibility as stated in its Agency mission.

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